

**SUPERINTENDENT TOM HORNE'S  
2008 ARIZONA HIGH SCHOOL RENEWAL AND IMPROVEMENT (AZHSRI)  
REDESIGN MODEL GRANT: TITLE V APPLICATION**

**Background**

In the summer of 2004, the Arizona Department of Education, under the direction of Superintendent of Public Instruction, Tom Horne, established the Arizona High School Renewal and Improvement Initiative (AZHSRI) which set about the process of identifying the quality and effectiveness of Arizona's secondary schools. Through a series of regional focus groups information was gathered from a variety of stakeholders and recommendations were made concerning how the state's high schools might be improved.

During that time, the National Association of Secondary School Principals (NASSP) developed a program called Breaking Ranks II (BRII): Strategies for Leading High School Reform, which resulted in the development of a handbook and training in the use of strategies that administrators and leadership teams might use in moving secondary schools and their communities through the change process. Several Arizona educators were initially trained in the use of the BR II materials for the purpose of providing training and technical assistance to high schools in Arizona. Breaking Ranks II became the vehicle for moving school renewal as a part of the AZHSRI's agenda to improve the quality and effectiveness of all secondary schools in the state.

Since the initial introduction of BR II, ADE has conducted three BR II team training workshops which have prepared eleven district and high school leadership teams in the use of effective strategies for leading high school renewal.

Since its inception, the AZHSRI has supported secondary school renewal by providing statewide summits which have focused on aspects of the BR II core areas of Collaborative Leadership, Personalization of the School Environment, and Curriculum, Instruction and Assessment. In addition, summits/conferences have been conducted on adolescent literacy, dropout prevention, smaller learning communities and the role of the school counselor in the process of school renewal and student personalization.

More and more, literature concerning high school renewal is focusing on systemic change at the district level rather than simply at the individual school level. Even at districts that have only one high school, renewal is most effective when there is a district level understanding, acceptance and participation in the process. The intent of this grant initiative is:

- To identify and support 1 to 3 districts which can demonstrate significant efforts in moving towards secondary school reform in one or more of its high schools to continue and build upon those current efforts towards meaningful, research based change.
- To identify promising models of effective processes and products relative to the secondary renewal efforts within the district and participating high schools.
- To develop resources based on the effective processes and products which can serve to support the sustainability of secondary school renewal within the district, as well as serve as resources for other Arizona secondary schools.

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***Why focus on district level, secondary school renewal:***

During the last several years of providing support to schools seeking to engage in significant efforts towards meaningful high school renewal, it has become evident that such change cannot effectively happen without the support and engagement of the whole district in the process of change. Individual schools working to make significant changes need the support of the district and the community, including families, businesses, post-secondary educational institutions, etc. in order to effect changes which are significant, replicable and sustainable. A single school seeking to navigate the process of school renewal, too often faces an insurmountable mountain of resistance and disinterest.

**Eligibility**

School Arizona district and charter schools are invited to apply for the Department's 2008 AZHSRI Redesign Model Grant via Title V Innovative and Exemplary Program funds:

- Any Arizona public school district or charter school, which serves grades 9 – 12 and which is currently in compliance with all state and federal regulations may apply.

**Funding**

Up to \$550,000 in Title V funds will be used to fund between **1-4 sites** (see calendar below for funding timeline) for a 15-month period.

The Department of Education will award these funds in the amount of: \$10,000 - \$550,000 for accepted programs for the 15-month period. Funds can be used to strengthen and build upon the existing program or expand its reach within the district, charter, or school.

**These funds may be used for:**

- **Professional Development Activities**, including teacher stipends and/or substitute pay as needed. Funds may also support consultant fees, a teacher on special assignment for limited time, or hiring of temporary staff to support the professional development needs of the district or schools involved.
- **Travel Expenses**. Expenses related to Professional Development opportunities
- **Collaboration with outside resources**, Funding will be available to pay community partners to participate in high school redesign projects at school sites.
- **High School Redesign Supplies**. Supplies necessary to undertake the high school redesign integration program chosen by the school in partnership with the Technical Assistance Provider can be purchased using grant funds. These supplies can include consumable items as well as capital expenses appropriate to the goals of the redesign model.
- **Other applicable expenses** which relate to high school redesign instruction.
- **Funds will be set aside to document the Promising Practice in a web-friendly format** so the practice can be shared with other Arizona schools via the Arizona Department of Education's web-site (<http://www.ade.az.gov/asd/AZHSRI/>).

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**Final amount of awards:**

Award amounts may be revised upon review by the Arizona Department of Education. An amended award amount, if applicable, will be included in the grant acceptance packet sent to the applicant on June 25<sup>th</sup>. Applicants have the right to refuse the amended award, thereby refusing the grant from the Arizona Department of Education.

**Application Process**

Each district/charter school interested in participating in the Department's 2008 AZHSRI Redesign Model Grant will complete a paper application for review by the Arizona Department of Education. This application process will be **competitive**; the Department expects to receive more applications than it can fund with available resources. The timeline for this competitive application and award process is as follows:

<b>Application Process</b>	<b>Timeline</b>
Application Available for schools/ LEA's	March 25, 2008
Application Information Sessions with ADE	<b>An information session is scheduled for April 10, 2008 at ADE - 2005 Palm Lane, Phoenix, AZ (MUST ATTEND THIS SESSION IN ORDER APPLY)</b> - To RSVP, use the ADE on-line calendar: <a href="http://www.ade.az.gov/onlineregistration">http://www.ade.az.gov/onlineregistration</a> (click on 4/10/08)
Application <b>DEADLINE</b>	<b>Friday, May 9, 2008</b>
Application Review	ADE review: May 9 to May 27
State Board Approval	June 23, 2008
Applicants notified	June 25, 2008
AZHSRI Redesign Model Grant begins	July 1, 2008

**AZHSRI Redesign Model Initiative: Recognizing Promising Practices**

The Arizona Department of Education seeks to develop and support high-quality, sustainable high school redesign programs in the state of Arizona which can be used to demonstrate Promising Practices– i.e. as models to share with other schools and districts across the state in the area of high school redesign.

The 2008 Title V application will focus on instructional, administrative and community leadership in high school redesign. This focus of the program must supports Title V (A) goals of No Child Left Behind, which include:

- 5131 a (1): professional development activities...that give teachers, principals and administrators the knowledge and skills to provide students with the opportunity to meet challenging State or local academic content standards.
- 5131 a (21) Initiatives to generate, maintain, and strengthen parental and community involvement.
- 5131 a (22) Programs and activities that expand learning opportunities through best-practice models designed to improve classroom learning and teaching.

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2008 ARIZONA HIGH SCHOOL RENEWAL AND IMPROVEMENT (AZHSRI)  
REDESIGN MODEL GRANT: TITLE V APPLICATION**

The Department will be seeking via a competitive application process district and school models which can demonstrate:

- Evidence of a sustained comprehensive approach to high school redesign.
- Evidence of a sustained comprehensive approach to high school redesign involving multiple instructional leaders, including administrators (superintendent, principals) and teachers
- Evidence of a sustained comprehensive approach to high school redesign involving community leaders, including school board members, parents, business and community-based partnership organizations and others

For purposes of this grant, a comprehensive approach to high school redesign can include (but is not limited to):

- Models of effective and collaborative leadership and governance
- Models of whole or partial school organizational change (SLCs, schedules, advisory, etc.) to support improved instructional climate, safety, and student academic and social personalization.
- Models of effective data collection for the purpose of yielding improved decision making, continuous quality program improvement, and increased student achievement.
- Improved and effective models of professional development which support the development of professional learning communities leading to effective instruction, classroom management, and content delivery.
- Models of effective student assessment both formative and summative which support student growth and inform teacher instruction.
- Models of instruction which support the integration of rigor and relevancy into the curricula while assuring the alignment to the AZ state academic standards.

An outline of expected activities during the course of the grant:

<b>Activity</b>	<b>Timeline</b>
Awarded applicants receive notice	June 25, 2008
Funded projects submit on-line fiscal application to secure funds	July – October, 2008
Projects begin, including professional development, procurement of supplies, etc. based on application	July, 2008 – October, 2008
Project sponsors attend and present at AZ Department of Education's High School Redesign Conferences	October 19 – 22, 2008 Phoenix Sheraton Crescent Additional conference presentations TBA
Projects submit first draft of Promising Practice documentation in a format suitable for eventual ADE web-site	Monday, March 2, 2009
Project Site Visits	March 2009 – May 2009
Projects submit final draft of Promising Practice documentation for ADE web-site	Tuesday, September 8, 2009
Projects complete work	Wednesday, September 30, 2009

**SUPERINTENDENT TOM HORNE’S**  
**2008 ARIZONA HIGH SCHOOL RENEWAL AND IMPROVEMENT (AZHSRI)**  
**REDESIGN MODEL GRANT: TITLE V APPLICATION**

**AZHSRI Redesign Model Grant Requirements**

In order to successfully participate in the Department’s High School Redesign Initiative, each interested district/charter holder will be asked to submit a paper application for review. This initiative will be competitive in nature; some who submit applications will not be chosen to receive funding. The Department expects many worthy applications that may not be funded due to limited resources. The proposal must include the following sections to be considered for funding:

- Part I:**        **Executive summary** – A one to two page program description which briefly explains the current efforts that the school district or charter school has made towards high school redesign and an explanation of how funding will be used to enhance or expand upon the current model.
- Part II:**        **Program narrative** – a program description which explains in detail how the district and participating schools (or charter) are currently involved in significant high school redesign. It will also include a detailed description of how grant funds will be used to enhance and/or expand on the work already begun towards district and school-wide high school renewal and redesign. The following areas must be included as components of the program narrative:
- a. Engaged leadership,
  - b. Instructional/teacher leadership
  - c. Parental engagement and buy-in
  - d. Community and business buy-in and partnership
  - e. A system of evaluation (process) aligned to the goals of the proposal as they relate to the identification of promising practices, description of how in what format (product) the project will be shared with the field.
- Part III:**        **Timeline** - A coherent implementation and timeline for the high school redesign project – a graphic representation of how the program will be laid out including benchmarks.
- Part IV:**        **Budget** - A 15 month line item budget and narrative – The budget narrative should explain how funds are to be spent and how they directly support the goals of high school redesign, and the implementation and sustainability of the program. At least 10% of the funds will be set aside to provide program evaluation and the development and dissemination of Promising Practices. **Must use the excel budget form located at [www.ade.az.gov/asd/AZHSRI](http://www.ade.az.gov/asd/AZHSRI).**
- Part V:**        **Appendix** – Supplemental materials should be added which support your current efforts at redesigning your high school(s).

**SUPERINTENDENT TOM HORNE'S**  
**2008 ARIZONA HIGH SCHOOL RENEWAL AND IMPROVEMENT (AZHSRI)**  
**REDESIGN MODEL GRANT: TITLE V APPLICATION**

**Writing the Proposal**

The 2008 Arizona High School Renewal and Improvement (AZHSRI) Redesign Model Grant is intended to support districts and high schools that have already begun the process of high school redesign or renewal, and which might benefit from additional funds to move beyond the present level within the change process. It is also intended that applicants demonstrate a willingness to identify, document and share those practices in the process of school redesign which can be considered promising.

**Part I: *Executive Summary*** – one to two page description (Below are some ideas or questions you might want to consider in writing this section.)

- Describe any current high school redesign or renewal initiatives which have been introduced and are being implemented at your school.
- How effective have your current efforts been in implementing meaningful change in your school?
- How responsive are the students, families, teachers, community and business partners to the changes?
- How are you proposing to use the grant to enhance and /or expand the current program?
- What practices have you instituted so far that you might consider promising?

**Part II: *Program Narrative*** – The program narrative provides a detailed description of what high school renewal efforts have been occurring in your district and/or high schools. This section should contain information about your school, the student and community demographics, the current successes and barriers to making significant and sustainable change in renewing and redesigning your schools. It should also include a description or plan explaining how the grant will expand upon and/or enhance your current efforts and lead to the identification of promising practices and program sustainability. The following areas and questions should be included and answered in developing this section of the proposal:

- a. **Needs and /or Asset Assessment and Statement** – It is important to identify what is working in your school concerning your high school redesign efforts and what might need to be developed or improved. By looking at what aspects of high school redesign are working and where additional support or expansion may be needed will be helpful in determining what your goals are for your proposal. What components of your high school design are working? What barriers seem to be impeding your efforts to move ahead? How might these barriers be overcome? What goal(s) do you have for expanding your program?
- b. **Engaged leadership.** Describe the leadership model of your school. Are the district administrators, school board members, principals of participating high schools and site council members supportive of the high school redesign approach? How will administrative and governing board leaders be involved in this project? What professional development activities and trainings have you provided for leadership staff to prepare them for district and school change? What goal(s), if any, do you have to build upon or improve your leadership model?

**SUPERINTENDENT TOM HORNE'S**  
**2008 ARIZONA HIGH SCHOOL RENEWAL AND IMPROVEMENT (AZHSRI)**  
**REDESIGN MODEL GRANT: TITLE V APPLICATION**

**Part II: Program Narrative** (continued) -

- c. **Student engagement and academic performance.** Describe the level of student engagement of all your students in the academic and social aspects of your program. Are all students achieving to high levels? Is the curriculum for each content area relevant and rigorous? What kinds of professional development have your teachers engaged in to prepare them to better instruct all students based on learning styles, individual needs and interest? What goal(s) do you have, if any, to improve student engagement and academic performance? What goal(s) do you have to meet student development and social needs to enable them to feel more connected to the school environment?
- d. **Instructional teacher-leaders.** How do teachers support high school redesign programs at the school/district? How are teachers supported in high school redesign programming at the school/district? How will teachers be involved in this project? What kinds of professional development have you provided, or will you provide to prepare teachers for the instructional and leadership role they will play in high school redesign?
- e. **Parental buy-in.** Are parents actively supportive of high school redesign? How are they currently involved in the high school redesign efforts? How will parents be involved in this project? How will parents be involved in the process in the future?
- f. **Community buy-in.** How does the community support high school redesign programs at the school/district? How will the community be involved in this project? What kinds of business and community partnerships exist in support of high school redesign, and how might these partnerships be enhanced through the process of implementing this grant?
- g. **Plan for the high school redesign project to be funded.** How will the funds be used, and why are those choices being made? Given the time frame for the use of these grants funds, how will the monies be used to support high-quality, sustainable high school redesign programs at the school and/or district level? Are the four groups identified above (i.e., administrators, teachers, parents, and community) involved in a meaningful way in the project to be funded? Please identify goals for your grant and identify how you will measure your outcomes.
- h. **A system (Process) of evaluation based on specific goals related to those areas of high school redesign which the proposal indicates are areas of Promising Practice.** What are the goals and objectives that you have established in the areas of leadership, curriculum, instruction, assessment, and student personalization (see page 3). How do you determine which practices are promising; based on what measures?

**SUPERINTENDENT TOM HORNE’S**  
**2008 ARIZONA HIGH SCHOOL RENEWAL AND IMPROVEMENT (AZHSRI)**  
**REDESIGN MODEL GRANT: TITLE V APPLICATION**

**Part II: Program Narrative** (continued) -

- i. **A creative response to project documentation (Product).** Given that the Arizona Department of Education is seeking to document Promising Practices to share with the field, how will you document your current and developing Promising Practice to share with others? What will you want to share of the project over the next year? And how?
- j. **Given your Promising High School Redesign Practice,** how would you spend these funds to either further that practice and/or expand on it? How does this project meet the needs of your school/district/community with regards to high school redesign?
  - 1. Please include a timeline for the 15-month duration of the grant, and some general expense areas.
  - 2. What role will administrative and governance leaders play in your proposed project?
  - 3. What role will instructional leaders play in your proposed project?
  - 4. What role will parents play in your proposed project?
  - 5. What role will community members play in your proposed project?
- k. **What supplemental materials (if any) are you including with your application?** (Supplemental materials need to be included in the Appendix to the proposal narrative.)
- l. **What else would you like to share with the Department regarding your application?**

**Part III: Timeline** - A coherent implementation and timeline for the high school redesign project – a graphic representation of how the program will be laid out including benchmarks.

**Part IV: Budget** - A 15 month line item budget and narrative – The budget narrative should explain how funds are to be spent and how they directly support the goals of high school redesign, and the implementation and sustainability of the program. At least 5% of the funds will be set aside to provide program evaluation and the development and dissemination of Promising Practices.

**Part V: Appendix** – Supplemental materials should be added which support your current efforts at redesigning your high school(s).



**SUPERINTENDENT TOM HORNE'S  
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REDESIGN MODEL GRANT: TITLE V APPLICATION**

**Application Evaluation Criteria**

**Internal Review**

Each application will be reviewed for completeness by Arizona Department of Education staff. In addition, ADE staff will ensure that applicants are in compliance with current ADE policy regarding federal and state reporting guidelines for education funding.

**Panel Review**

The ADE will evaluate the AZHSRI Redesign Model Grant applicants on the following criteria:

1. Clarity of application, including a quality description of the high school redesign program as documented in the proposal narrative and supplemental materials.
2. Demonstrated engaged leadership, both administrative and governance, for high school redesign in general and the proposed project in particular.
3. Demonstrated buy-in and leadership from teachers for high-quality high school redesign
4. Demonstrated parental involvement in high school redesign in general and the proposed project in particular
5. Demonstrated community involvement in high school redesign in general and the proposed project in particular.
6. Proposed program is understandable and doable, including a coherent timeline
7. Project documentation as a Promising Practice is practical, creative and web-friendly
8. Program budget matches the proposed program narrative
9. Evidence of a process for the evaluation of the effectiveness of the promising practices identified in the proposal for eventual statewide dissemination.
10. Evidence of the use of scientifically based research (SBR) to support the development and implementation of high school redesign strategies and structures yielding promising practices.

**SUPERINTENDENT TOM HORNE'S  
2008 ARIZONA HIGH SCHOOL RENEWAL AND IMPROVEMENT (AZHSRI)  
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11.

*Completed applications are due Thursday, May 9, 2008.*

A completed application packet includes **five (5) copies** of each of the following:

- ☐ **Application Narrative.** (see format instructions below; only one copy needs to have an original signature for question #7 below)
- ☐ **Application Budget.** This is a separate document available at <http://www.ade.az.gov/asd/AZHSRI/>.
- ☐ **Additional supplemental materials.** Although not required, applicants are strongly encouraged to send documentation of their program.

You may bundle each application set together (e.g. narrative + budget+ letters of agreement).

**All submitted applications must be postmarked by Thursday, May 9, 2008 and mailed to the Arizona Department of Education.** Submissions can be sent to: Shannon Tucker, Academic Achievement, 1535 W. Jefferson Street Mail Bin #21, Phoenix, AZ 85007.

***Application Format Instructions: Narrative***

- Please provide the information below in a typewritten format.
- Use 1" margins, including top and bottom
- Do not use a font below 12 points
- Applications may be single spaced
- Total Page Count MAXIMUM for Narrative: **10 pages**

1. District or Charter (LEA) name (if applicable):
2. School(s) Name:
3. County:
4. Main contact for this application:
5. Contact phone:
6. Contact e-mail
7. Signature(s) for application (should be a signatory for the school district and participating high schools).
8. **General assurances.** Please read through and agree to the following general assurances. All applicants chosen to participate must agree to and will be held accountable for the following:

**SUPERINTENDENT TOM HORNE’S  
2008 ARIZONA HIGH SCHOOL RENEWAL AND IMPROVEMENT (AZHSRI)  
REDESIGN MODEL GRANT: TITLE V APPLICATION**

*Please type “we accept” in each box to indicate your agreement to the following assurances.*

Assurance	Acceptance by Applicant
The district superintendent (or equivalent level signatory) is aware of and supportive of the high school redesign efforts described in this proposal.	
All stakeholders* are aware of the high school redesign efforts described in this proposal.	
The district and participating schools agree to follow the data collection process described in this proposal, and to meet all indicated benchmarks and deadlines for submission of documentation and media materials demonstrating Promising Practices of documentation and media materials demonstrating Promising Practices in school redesign to the Arizona Department of Education.	
Appropriate district and high school level representatives will participate and present at the AZ Department of Education’s High School Redesign Conference to be held in Phoenix – October 19 – 22, 2008.	
Appropriate district and high school level representatives will participate and present at additional AZ Department of Education’s High School Redesign events to be determined and scheduled by ADE with collaboration and input from the district and participating high schools.	
All grant funds will be used only for the purpose of developing and enhancing high school redesign at the district and school level.	
The proposed budget will set aside at least 5% of the funds for evaluation of the program and the effectiveness of practices and strategies.	
Students, parents, community and business partners will play an active role in the implementation of this grant.	
Staff and contracted service personnel hired for this grant will be temporary, not to exceed the duration of the grant, unless the proposal demonstrates how such positions will be sustained beyond the grant funding cycle.**	
All products of value (models of promising practice, i.e., strategies, demonstrations, etc.) developed through this grant will be shared with the AZ Department of Education for dissemination throughout the state.	

\* Stakeholders include administrators (district and school level), teachers, support staff, students and community and business partners.

\*\* If the district can demonstrate that a position necessary to the high school redesign effort can and will be sustained through other sources beyond the grant, then such a position can be funded through the grant.

**SUPERINTENDENT TOM HORNE'S  
2008 ARIZONA HIGH SCHOOL RENEWAL AND IMPROVEMENT (AZHSRI)  
REDESIGN MODEL GRANT: TITLE V APPLICATION**

**TITLE V-A APPLICATION CHECKLIST:**

- ☐ Submitted 5 copies of completed **Application Narrative**, including one original signed copy (Item #7, page 10).
- ☐ Submitted 5 copies of the **Application Budget**, which matches the proposed program narrative
- ☐ Submitted 5 copies of any **additional supplemental materials** (e.g. print materials, school schedules, course descriptions, listings of high school redesign awards, etc.). Although not required, applicants are strongly encouraged to send documentation of their high school redesign program. Supplemental materials should be placed in the Appendix.
- ☐ Have submitted all documents on or prior to Thursday, May 9, 2008. Materials postmarked after the 9<sup>th</sup> will **NOT** be accepted.

**Application Mailing Address:**

Shannon Tucker  
Academic Achievement Division  
Arizona Department of Education  
1535 W. Jefferson St, Mail Bin #21  
Phoenix, AZ 85007